

8 November 1971

MEMORANDUM FOR: Director of Planning, Programming, and Budgeting

SUBJECT: Big Systems Planning

It may well be that your paper and earlier comments were the catalytic factors, but whatever the stimulus, I feel that the developments are in pretty good focus in the Agency. There are a number of unsolved problems but these problems have been identified and are being addressed by OSP as Project Manager or by the Working Group members, collectively and individually. Director, NIPE has much to attend to. The Executive Director-Comptroller, as ADP Vice-President, might focus on one unresolved Community problem with immediate Agency resource implications, stated in para. 7 below.

25X1

25X1

25X1

3. Sizing roles is one of the major problems, since CIA is only interested in the top of the information pyramid. It is undoubtedly true that it will be necessary to delegate responsibilities for filtering data, for file management--executive agent roles, perhaps.

4. From one vantage point, the major unresolved Community problem is Exploitation Planning, including as the two major subdivisions: (a) threat analysis and crisis management and (b) data base maintenance responsibilities. The degree of complexity in a Community context can be seen in the attached in which those two topics occur as Roman numerals I and II with representative subordinate problems cited as capitalized alphabetic subsets.

5. From another vantage point, the problems could be seen in four classes:

- Requirements/targeting procedures: COMIREX role? New multi-source mechanism?
- Dissemination/Distribution: CIA act as filter? But also [redacted] Digitally? Integration of multi-source materials? Capacity for reproduction is staggering.
- Analysis/Production: divide research responsibility differently? Role of IAS/DDI? Kinds of information systems to support analysis?
- Warning & Indication and Crisis Management: revise National Indication Center and operations centers concepts? Secure communication lines/network needs?

6. From an Agency standpoint, there are a few problems which need resolution either now (i. e. by Dec 71) or by February 1972 but these are being addressed by OSP or NPIC. They are space and/or equipment-related items; the need to button them down is understood in-house and is being pursued.

7. One problem not being addressed by [redacted] Project Management which the DCI or Executive Director need to come down on is COINS II and/or the development of multiple networks to handle information retrieval, indication and warning information exchange, facsimile transmission, secure telephone lines, etc. Decision on philosophy and degree of involvement is required now, since FY72 commitments are being made by DOD and system concepts are beginning to gell. Similarly, the role of NSA--as Executive Agent as in COINS I or some other role--requires DCI comment, following discussion in the USIB/IHC or other forum.

[redacted]  
Deputy Director of Planning,  
Programming, and Budgeting

Distribution:

1 Orig - addressee (File MICS)  
1 - PPB reading  
1 - DD/PPB chrono  
O/PPB/[redacted] (8Nov71)